Executive Registry
4-6254

25 September 1953

MEMORANDUM FOR: Acting Deputy Director (Administration)

SUBJECT : Issuance of Records Management Bulletins

1. At the conclusion of the Records Management Training Program in May of this year, I discussed with the Chief, Regulations Control Staff, my idea of issuing information bulletins periodically to Area Records Officers. The purpose of these bulletins is to give those persons designated by their respective offices as Area Records Officers information and guidance which will assist them in the installation of a Records Management Program in accordance with the standards prepared by the General Services Office.

2. It was my understanding that this idea was agreeable and, since the bulletins were limited in scope and pertained only to the Records Management Program, we went ahead with the issuance of several bulletins. Copies of the first four issued are attached as Exhibits A, B, C, and D. We have also prepared drafts of two additional bulletins which we would like to issue as soon as possible in order to put before the Area Records Officers information that they need to go ahead with the installation of the program.

3. Each of the bulletins is based on policy or regulatory material that is already contained in Agency regulations. Bulletin No. 4, for instance, pertains to the preservation and destruction of records. The regulatory material on which this bulletin is based is contained in present Agency Regulation [redacted] and Regulation [redacted] [redacted]

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4. The Department of the Navy, which is recognized as having the most effective Records Management Program in Government and in industry, has found that the publication of an informative communication giving current ideas in the Records Management field is one of the best means for stimulating interest and progress. Attached is a copy of one of the publications issued by the Department of the Navy, Exhibit E.

5. I am in complete agreement that any Agency issuance which contains regulatory or policy material should be issued as a regulation, notice, or handbook. On the other hand, I do not believe that the type of material that we propose to include in the Records Management Review Bulletins is of such a nature that each issuance should be approved in advance by the Regulations Control Staff.

6. In accordance with my understanding with you, all future bulletins on the Records Management Program will be cleared with you prior to their issuance. As indicated previously, these bulletins will be limited in scope and will be distributed only to the 24 Area Records Officers.

[redacted] STAT

Chief, General Services Office

Attachments
  Exhibit A. Rec. Mgt. Bulletin #1
  Exhibit B. Rec. Mgt. Bulletin #2
  Exhibit C. Rec. Mgt. Bulletin #3
  Exhibit D. Rec. Mgt. Bulletin #4
  Exhibit E. Dept. of Navy Publication -
             Rec. Mgt. Review

A

RECORDS MANAGEMENT REVIEW

RECORDS MANAGEMENT & DISTRIBUTION BRANCH
VOL. 1.No. 1 RECORDS SERVICE DIVISION GENERAL SERVICES OFFICE 11 May 1953

INTRODUCTION

This issue introduces the Records Management Review. These bulletins will cover "How-to-do-it" techniques in various phases of Records Management, to assist the Area Records Officers in the conduct of their program. They will be informative and informal in nature and it is expected that they will be issued monthly, or more often if the need arises or the occasion or topic demands it. They will be prepared and distributed by the Records Management and Distribution Branch. Any suggestions either in presentation or subject content will be appreciated. Please send your ideas to the person designated to work with your office, as shown under Liaison on page 2.

PURPOSE

The objective of the Records Management Training Course completed 11 May, was to give the Area Records Officers some knowledge of the scope of the program. Actual training in procedures or techniques was not possible in the limited time allotted each subject. To supply the further technical information needed, the first series of these bulletins will represent an extension of your training for the purpose of showing how the various phases of the program are to be accomplished. They will also serve as a convenient media for disseminating ideas, information, suggestions and activity progress reports.

It is anticipated that much of the procedural material in the bulletins will eventually be incorporated into a series of Records Management Handbooks to be issued as Agency guides for the operation of a successful program.

TOPICS

The topics of the first several bulletins which we plan to issue will cover the subjects described below. The sequence of these and future subjects will correspond, in general, with the order of actions which are recommended to be taken by Area Records Officers. These topics are:

1. File Identification and Volume Inventory:- Instructions for taking inventory. The purpose of the inventory is to:

   (a) Introduce you and your program to the operating personnel.
   (b) Give you a quick survey of the Records situation.
   (c) Establish an index to all the file series.
   (d) Identify inactive material ready for transfer to the Records Center.
   (e) Prepare a report for use in future planning.

RECORDS MANAGEMENT BULLETIN

RECORDS MANAGEMENT & DISTRIBUTION BRANCH
VOL. 1 No. 2 RECORDS SERVICE DIVISION GENERAL SERVICES OFFICE 8 June 1953

B

FILE IDENTIFICATION AND VOLUME INVENTORY

GENERAL

The first issue of a publication entitled "Records Management Review" was distributed at the last session of the Records Management Training Course on 11 May 1953. It has subsequently been determined that "Records Management Bulletin" would be a more appropriate title and the change is being made in this issue.

As previously announced this second issue is intended to provide a guide for taking a file identification and volume inventory which should be a first step in any Records Management Program. This inventory will serve as a quick survey of the records and will enable the Area Records Officer to:

1. Introduce himself and the program to the operating personnel.
2. Familiarize himself with the records on hand.
3. Acquaint himself with the functions of the records.
4. Establish an index of the records under his control.
5. Obtain the necessary information for an initial report of volume to the Records Management and Distribution Branch, GSO.
6. Determine those areas or activities needing immediate relief.
7. Identify those records which are not necessary for current operations and which can be retired to the CIA Records Center.

INVENTORY

The following steps should be followed by the Area Records Officer in conducting the inventory:

1. Prepare Form 36-161, Records Survey Work Sheet, as indicated in the attached sample (Exhibit A). Supplies of this form may be obtained by calling the Records Management and Distribution Branch representative for your area.

2. Legal size filing cabinets (full but workable) - 2 cu. ft. per drawer.

3. Tabulating cards - 10,000 per cu. ft.

4. 3 x 5 Filing case (full but workable) - 1/10 cu. ft. per 12" drawer.

5. 4 x 6 Filing case (full but workable) - 1/6 cu. ft. per 12" drawer.

6. 5 x 8 Filing case (full but workable) - 1/4 cu. ft. per 12" drawer.

7. Map cases and other outsized cabinets - cubic measurement of inside of containers.

SCHEDULED MEETINGS

It is planned to have the Area Records Officers meet with members of the Records Management and Distribution Branch from time to time to discuss current problems. Some of the meetings have already been held and you will be informed of others, as they are scheduled.

NEXT BULLETIN

The next Bulletin will present the considerations involved in making recommendations for the establishment of logical file stations. This is the next recommended step in developing the Area Records Management Program and should be completed before installing the new filing system.

[redacted] 25X1

Chief, General Services Office

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STANDARD FORM NO. 64

EXHIBIT B

Office Memorandum • UNITED STATES GOVERNMENT

TO : CIA Records Officer DATE: 29 May 1953

FROM : Area Records Officer, General Services Office

SUBJECT: Statistical Summary of Records Holdings

1. The following statistical summary of the records holdings and filing equipment utilized in the General Services Office is submitted.

a. Total volume of records on hand.	Cubic Feet
(1) Letter and legal size	xx
(2) Card size	xx
(3) Other (specify)	xx

b. Estimated volume of records which can be retired immediately to the CIA Records Center	Cubic Feet
(1) Letter and legal size	xx
(2) Card size	xx
(3) Other (Specify)	xx

c. Number of letter and legal size filing cabinets on hand.	Cabinets
(1) Four drawer, combination lock.	
Letter	xx
Legal	xx
(2) Four drawer, with or without key lock.	
Letter	xx
Legal	xx
(3) Five drawer, with or without key lock.	
Letter	xx
Legal	xx

JOHN DOE

RECORDS MANAGEMENT BULLETIN

RECORDS MANAGEMENT & DISTRIBUTION BRANCH
Vol. 1 No. 3 RECORDS SERVICES DIVISION, GENERAL SERVICES OFFICE AUGUST 1953

HOW TO MAKE A RECORDS SURVEY

c

GENERAL

The attached "RECORDS SURVEY GUIDE" is based upon a lecture given by Mrs. Dorothy Luttrell, Records Administrator, Office of Price Stabilization, at the CIA Training Program in Records Management on 24 April 1953.

The Records Management and Distribution Branch has received many requests for copies of this lecture. In view of this wide interest it was decided to publish the lecture in the form of a guide and distribute it as an attachment to a Records Management Bulletin. The guide does not represent Mrs. Luttrell's entire lecture but it does contain the essential elements considered necessary for making a records survey.

Publication of this guide in the Records Management Bulletin is not intended to imply that the Area Records Officers should immediately begin to conduct records surveys. Actually the guide is informative in nature and is merely another tool to be used at the discretion of the Area Records Officers in implementing the Records Management Program.

[redacted]
Chief, General Services Office

RECORDS SURVEY GUIDE

Paragraph
DEFINITION OF A RECORDS SURVEY.................... I
SCOPE OF A RECORDS SURVEY......................... II
GENERAL PRINCIPLES................................III
SURVEY TECHNIQUES................................. IV
    Preliminary Planning and Gathering Information
    Collecting Survey Data
    Analyzing Survey Data and Formulating Recommendations
    Preparing the Report
    Installing Recommendations
    Operations Audit
HOW NOT TO MAKE A SURVEY.......................... V

I. DEFINITION OF A RECORDS SURVEY

A records survey may be defined as:

1. Management analysis and planning as applied to records, or
2. The study or investigation of current and noncurrent records
   a. to improve service or techniques, or
   b. to provide for the preservation or systematic retirement and disposal of records.

II. SCOPE OF A RECORDS SURVEY

A. Minor - Investigation of a particular records problem or area which may be handled in a short period of time.

B. Involved - Investigation which covers the field of management engineering problems as they affect records and records controls, i.e. work simplification, forms design, space layout, reports management, correspondence and mail control, training, personnel utilization, etc. A survey of this nature might require several analysts over an extended period of time.

C. Restricted - Investigation of a particular record, procedure or particular phase of records management.

III. GENERAL PRINCIPLES

A. Authority - Proper authority should be obtained from a responsible official. Such authority may be on a continuing basis or be restricted to a particular project.

B. Planning the Survey - Define the survey problem(s), its' urgency and objectives. Determine the approach to the problem(s) and schedule the work. Above all, develop a plan to be followed.

C. Conducting the Survey - In making a survey the use of tact and diplomacy are essential. The analyst should always have an open mind; being receptive to new ideas and listening to the ideas of others. He should be ready to compromise if necessary. The analyst, of course, must have confidence in himself and his ability to sell the survey and his recommendations.

IV. SURVEY TECHNIQUES

A. Preliminary Planning and Gathering Information.

1. Gather basic information on the general nature of the problem.
    a. How urgent is the problem?
    b. Does it affect other fields of work or cross organizational lines?
    c. Is the procedure or organization involved permanent or temporary in nature?

2. Secure and study organizational charts, reports, regulations, administrative orders, directives, controls, etc., regarding the activities and functions of the organization being surveyed.

3. Secure information regarding individuals to be contacted and having responsibility for, or authority over, the records.

4. Gather and review data on other surveys in the same office or on similar studies or surveys in other offices. The information contained in these surveys could have considerable bearing on the manner in which you conduct your survey.

5. Develop a plan to be followed.

B. Collecting Survey Data

1. Basic methods of gathering facts.

    a. Interviews - Use to get general understanding.
        1) Adapt the interview to the level of authority with which you are dealing.
        2) People are guarded in their comments. Don't put words into their mouths, but encourage suggestions.
        3) Shy away from interviews in form of conferences.

    b. Observations - Indispensible in conducting an efficient and thorough analysis.
        1) Observe the flow of work, the allocation of functions and procedures in use.
        2) Observe actual operations, not a dress rehearsal.

    c. Questionnaire Method - Not too practical.
        1) Time consuming in developing the questionnaire and extracting the information.

2) Danger in use - the natural resentment against questionnaires. The difficulty of getting the desired information. Very often sterotyped answers are given. There is a tendency to exaggerate or white wash the facts. It is difficult to verify such information.

A combination of the interview and observation methods are recommended.

2. A suggested check list in collecting data:
   a. Inspect and inventory existing records.
      1) Find out the rate of accretion.
      2) What amount are active, semi-active or completely inactive.
      3) Are systematic cut-off dates used; are temporary records interfiled with permanent records? Can any of the records be retired to storage?
   b. Check the arrangement of the files.
      1) How are they organized?
      2) Is the system adequate?
      3) How are the records referred to, used, and requested? Name, number, geographic location, subject matter, etc.
   c. Check the incoming and outgoing mail communications.
      1) How are they controlled? Are they controlled?
      2) Collect volume figures on workload and personnel.
      3) Collect samples of forms and written procedures if possible.
   d. Check the records processing procedures.
      1) Determine the flow of work. Follow a record or communication through the various processing steps in the office. Ascertain unnecessary operations and back-tracking.
      2) Draw flow charts showing successive steps in various procedures.
      3) Collect volume figures to ascertain workload, productivity of personnel and need for additional (or less) personnel on certain procedures.
   e. Check the space arrangement with respect to sequence of operational procedures and location of active records.

NOTE: The preceding items are merely a suggested check list. This list is not meant to be all inclusive, nor are all of these items mandatory.

C. Analyzing Data and Formulating Recommendations.

Analyst must analyze all facts. He must weigh in his mind the changes that can be made and visualize the effect of such changes and recommendations upon the organization.

1. Precautions - Be sure of the facts.
   a. Remember always simplicity and elimination of duplication.
   b. Guard against the tendency to arrive at overcomplex solutions.
   c. Consider whether the results will justify the changes,
   d. It is not necessary to find fault and recommend a correction.
   e. To what extent are certain recommendations dependent upon other recommendations.
   f. Are recommendations practical and economical in terms of equipment, personnel, etc? i.e. will additional equipment, personnel, supplies or space be required?
   g. Do not turn the organization into a turmoil. Can the changes be made gradually so as to avoid this?

2. Methods of Analyzing Procedures.
   a. It is necessary to find out:
      1) With which function the procedure is connected.
      2) What are the steps in the procedural operation and what is the exact sequence in which performed.
      3) What organizational units or operating personnel are involved - exactly where is each individual step performed.
      4) What forms are used - where do they enter the picture; how many copies of each form are involved; what happens to the forms used; is the form adequate and are all copies necessary.
   b. A good method for the step by step analysis of procedures is to base it on the work improvement method. (The O & M way) i.e.
      1) List each step in proper sequence.
      2) Question every step, asking first "Is this step necessary." If you believe it is necessary, ask "How is the best way to do it."
   c. New or revised procedures can be developed by:
      1) Eliminating unnecessary steps.
      2) Combining steps when practicable.
      3) Rearranging steps to achieve proper sequence.
      4) Simplifying whenever possible.
   d. Formulate ideas and recommendations in the process of conducting the survey. Put them down on paper so that they will not be forgotten or overlooked. This will also make the actual writing of the recommendations somewhat easier.

D. Preparing the Report.

1. Reports may be either oral or written, depending upon the scope of the survey or the position of the analyst. The written report is considered to be the best even if it is only a small one. Oral reports may be appropriate or acceptable when the survey ecompasses a small office, a small procedure or when you have a free hand to make immediate improvements.

2. In preparing reports:

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a. Plan content and arrangement before writing.
b. Use simple language - avoid high sounding phrases, stereotype material and records management terminology which will probably not be understood by the layman.
c. Avoid a critical tone. Keep the details out in order to have room for compromise on the details.
d. Speak in specific terms and illustrate statements with concrete examples.
e. Recognize and point out any specific limitations placed on collection of data or any special conditions made regarding the recommendations.

3. Physical character of the report.
  a. In comprehensive reports finding aids are useful, i.e., table of contents, summary of findings and summary of recommendations. These should be placed to the front of the report.
  b. Enliven the report by using center headings, side headings, underlinings, etc.
  c. For emphasis and effectiveness in pointing out advantages or listing important points, use indentations and numbered listings.
  d. Supplement narrative report with exhibits, charts, graphs, etc. These can also be used as a means of keeping down the length of the report.

E. Installing Recommendations

1. This is the real test of the analyst's ability. The survey is not considered to be complete until after installation is made. The analyst who made the survey should work with the installation.

2. Some important factors in installing recommendations are:
  a. Proper timing - Avoid peak workload periods.
  b. Scheduling related changes.
  c. Working cooperatively.
  d. Preparing necessary manuals, forms and instructions; having all equipment and supplies ready prior to installation date.
  e. Preliminary conferences should be held, i.e. explanatory sessions, and group training and instructions for personnel involved.
  f. Making on-the-spot changes and adjustments in the recommendations where necessary.
  g. Do not reprocess old material into new system; have a definite cut-off date and begin new system from that date.

F. Operations Audit.

A periodic check-up of installed procedures is necessary. At regular intervals check back on the effectiveness of installations. If any difficulties have developed iron them out and adjust any procedures that require it. Check employees "activity reports" or "production reports" by weighing new methods against old ones from production standpoint. Keep supervisor informed of effectiveness of new methods, prepare reports showing continuing effectiveness of new installations, any savings resulting therefrom, etc.

V. HOW NOT TO MAKE A SURVEY - SUMMARY IN THE NEGATIVE.

A. Don't rush into the study without preliminary planning or research.

B. Don't know all about everything and continually remind people of your ability and knowledge.

C. Don't take a quick look at the operation and decide it is all wrong.

D. Don't wave your authority around like a big stick.

E. Don't insist that your ideas are all excellent and that what you recommend must be accepted totally or not at all.

F. Don't write the report and then wash your hands of the whole thing, leaving the installation to operating people and officials. The "I am a management consultant, not a worker" attitude.

G. Don't make the recommendations complex to show that you have great ability to devise procedures.

H. Don't write a report consisting of nothing less than three syllable words to impress your supervisor.

RECORDS MANAGEMENT BULLETIN

RECORDS MANAGEMENT & DISTRIBUTION BRANCH
Vol. 1 No. 4 RECORDS SERVICE DIVISION-GENERAL SERVICES OFFICE AUGUST 1953

PRESERVATION AND DESTRUCTION OF RECORDS

GENERAL

Both the preservation and destruction of Federal records is governed by law, and the law states that this fact should be common knowledge. One function of the Records Management Program in this Agency is to insure compliance with these laws.

The Federal Records Act of 1950, Sec. 506(e), requires that all officials and employees of a Government Agency be informed that:

a. No records in the custody of the Agency are to be alienated or destroyed except in accordance with the provisions of the Records Disposal Act of 7 July 1943 as amended.

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b. Penalties are provided by law for the unlawful removal or destruction of records.

In order to inform all operating personnel of this Agency, it is suggested that Area Records Officers have office heads issue a notice such as that attached.

RECORDS

The word "records" as defined in the Records Disposal Act of 7 July 1943, as amended, includes: "All books, papers, maps, photographs, or other documentary materials, regardless of physical form or characteristics, made or received by any agency of the United States Government in pursuance of Federal law or in connection with the transaction of public business and preserved or appropriate for preservation by that agency or its legitimate successor as evidence of the organization, functions, policies, decisions, procedures, operations, or other activities of the Government or because of the informational value contained therein."

NON-RECORD MATERIAL

The same section of the Act describes non-record material in the following language:

"Library and museum material made or acquired and preserved for reference or exhibition purposes, extra copies of documents preserved only for convenience of reference, and stocks of publications and processed documents are not included within the definition of 'records' as used in this Act."

No disposal authority is required for the destruction of non-record material as herein defined. However, experience has shown that caution must be exercised in applying the non-record concept. Therefore, the final responsibility of determining whether specific material is record or non-record has been placed with the Records Management and Distribution Branch.

As a general rule, it is best to assume that all materials are records until proven otherwise. The time to make such a determination is during the inventory process when a records control schedule is being developed. In order to avoid misunderstanding and assure compliance with the law as well as for purposes of good management, it is imperative that a thorough inventory be made of the records in your area. Further instructional materials will be issued as a guide for the preparation of such an inventory, and arrangements will be made for on the job training.

[redacted] 25X1

Chief, General Services Office

NOTICE
NO. ☐

N 53-

SUBJECT: Legal Status of Records

1. The purpose of this notice is to bring to your attention the legal definition of "records" and to point out the statutory penalties covering the unauthorized destruction of such records.

2. The word "records" as defined in the Records Disposal Act of 7 July 1943, as amended, includes: "All books, papers, maps, photographs, or other documentary materials, regardless of physical form or characteristics, made or received by any agency of the United States Government in pursuance of Federal law or in connection with the transaction of public business and preserved or appropriate for preservation by that agency or its legitimate successor as evidence of the organization, functions, policies, decisions, procedures, operations, or other activities of the Government or because of the informational value contained therein."

3. The United States Code, Section 234 and 235 of Title 18 provides for a fine of not more than $2,000 or imprisonment of not more than three years, or both, for the willful and unlawful destruction of Federal records.

4. Your Area Records Officer is responsible for conducting the Records Management Program for your area. One important function of this program is to insure compliance with laws pertaining to records. For any further information regarding the above, call _____________.

____

Chief, _____________

NAVEXOS P-910

RECORDS MANAGEMENT REVIEW

DEVOTED TO IMPROVING OFFICE METHODS

VOL. III NO. 4 OFFICE METHODS DIVISION, ADMINISTRATIVE OFFICE, NAVY DEPARTMENT APRIL 1953

PAPERWORK CONTROL AT CLEARFIELD

One of the purposes of the RECORDS MANAGEMENT REVIEW is to publicize the records management accomplishments of Naval activities so that other activities may profit from this documented experience. At the Naval Supply Depot, Clearfield, Utah, the effectiveness of the records management programs warrants an entire issue devoted to the procedures that have been streamlined, the paperwork that has been eliminated, and the general management improvements that have been made.

NSD Clearfield is a comparatively new Naval activity, having been established just ten years ago this month. What were open fields in June 1942 were, by April 1943, covered with 58 warehouses and other buildings, with a total of almost 7 million square feet of storage space. Now, on the tenth anniversary of the commissioning of the Depot, there are 80 warehouses, with 8,385,249 square feet of covered storage space, and 1,627,940 square feet of open storage, a central administration building with 84,956 square feet of space, 37.63 miles of railroad, and over 3,000 operating personnel. Physically, the Depot is an impressive installation; in the performance of the supply mission it ranks among the best. Since paperwork is the lifeblood of a supply function, the efforts at Clearfield to streamline, reduce and simplify its paperwork have made a significant contribution to the assigned mission.

In reporting on the several phases of the program, the Commanding Officer of the Depot has expressed appreciation for "the excellent relationship with the District Records Management Officer, Twelfth Naval District, and for his valuable assistance in implementing and perpetuating an effective Records Management Program."

• *Correspondence Management*

In May of 1952 the Depot issued an Instruction implementing and supplementing the procedures in the Navy Correspondence Manual, with enclosures illustrating local correspondence practices and preparation of dispatches, and giving general instructions. Directives such as those issued by the Depot, giving simple, explicit and clear guidance, assure good correspondence practices.

Each stenographer and typist is given a 2-weeks' training course in Naval correspondence, consisting of 1 hourly session per day, and special training is given to all personnel concerned in the preparation of dispatches. An estimated $7,915 in labor costs is saved annually through the use of 63 form letters.

• *Record Systems*

In the areas of record processing and record keeping, improvements have been made which represent a saving of 20 people, or approximately $70,000 annually. Savings were due primarily to the initiative of supervisors and employees of the Correspondence and Mail Branch in their enthusiastic support of the Methods Improvement, Cost Consciousness and Records Management Programs. The desire to simplify procedures and improve working conditions has resulted in improvements in the specific areas of mail and dispatch control, filing operations, and messenger service.

Seventy-five percent of all incoming mail is routed, without control, by the central Mail Room direct to the Department concerned. This not only expedites the processing of mail, but has made possible the elimination of 4 positions and the need for 40,000 route sheets annually. Mail is not returned to the

E

Mail Branch between routings, but goes directly from one addressee to the next. This saves several man-hours per day in the Mail Branch and expedites the mail considerably. Time stamping of incoming mail is now limited to only those documents of a character which makes the exact time of receipt of legal or monetary value. With the exception of high policy correspondence, all mail is routed first to the action addressee, who prepares the replies and routes both incoming and outgoing to the Correspondence and Mail Branch via channels. This requires only one complete review by line supervision instead of the two required under the former procedure of routing incoming mail to all addressees prior to the preparation of a reply. Mail followup was reduced to such important correspondence as congressional, that from other Federal agencies with deadlines, etc.; followup on reports was made the responsibility of the line organization preparing the report; all of which is possible when the Commanding Officer spells out, for the guidance of all, the activity's policies and procedures for processing mail.

To simplify filing operations, unnecessary cross-reference sheets were eliminated, only 1 cross-index of letters is employed, serial numbers on incoming correspondence were discontinued, inexpensive kraft folders are used for the majority of the files, the number of copies of outgoing letters is now restricted to one letterhead—1 white tissue—and 1 green, and the classified files were moved to the same location as the nonclassified in order to centralize screening and routing and reduce messenger requirements. As far as savings are concerned, the elimination of unnecessary cross-referencing alone saved 50,000 cross-reference sheets annually, reduced filing and indexing time, and released 30 filing cabinets. Reduction in the number of copies of outgoing letters saved 130,000 sheets of paper annually. The relocation of the classified correspondence near the nonclassified files resulted in the elimination of 1 clerk position.

Messenger service has been improved, and economies have resulted from having the messengers "forward-sort" en route, by a more realistic messenger time schedule, discontinuance of special messenger service, the planning of routes to minimize the distance covered and eliminate duplication, and the use of messengers on clerical work between runs—all of which resulted in the reduction of four messenger positions.

The office layout of the Correspondence and Mail Branch was changed to facilitate the continuous flow of work, thereby eliminating backtracking and duplication of handling. Modern equipment, such as envelope-opening-and-sealing machines, postage meter, sorting rack, and addressograph, is employed.

• *Records Disposition*

An Instruction was issued on the disposition of noncurrent and semiactive records. The directive transmitted the applicable Records Disposal Schedules and furnished specific and detailed instructions on procedures to be followed for every type of record not required in current operations. This has resulted in the destruction or transfer to records management centers of several thousand cubic feet of records. A re-evaluation of records held by the Depot is now in process in all Depot segments, with a view toward effecting consolidation or elimination of records.

In connection with this program, all requests for file cabinets are submitted to the Administrative Department for screening or approval. As a result of the centralized control, all justified requests have been filled from available sources at the Depot through the utilization of file cabinets surplus to the needs of other segments. No orders for new filing cabinets have been placed for almost 2 years, and no future orders are anticipated.

• *Office Equipment*

A sound management approach is used in the selection and utilization of office equipment. Such factors as the number of pieces of equipment on hand, its condition, salvage value of old equipment, savings in manpower and/or material, etc., are considered. Contacts by office equipment representatives are made with the top management level before contact is made with the potential user. Requests for studies by commercial representatives are screened by the Administrative Department prior to the approval by BuSandA and/or SecNav required by current SecNav policy.

The servicing and repair of all office equipment is centrally controlled to assure the economy and efficiency of such service.

The Depot has issued an Instruction, with detailed guides and procedures, to be followed by all personnel making requests for duplicaitng, blueprinting, photocopying, photostat, and photographic work.

Examples of suggestions to users are: (1) preparing offset masters in business machines to permit direct multilithing; and (2) typing short-length material several times on the same master and cutting to size after reproduction.

What might appear to be an insignificant item is the control of rubber stamps, but the established procedure reduced expenditures in this area from $1,115 to $175 in 6 months. All Depot components are required to return to the Administrative Services department all rubber stamps not being used. Here impressions of the stamps are made and a list circulated periodically. Departments then indicate which of the stamps they need and delivery is made to them. During a 6-months' period 103 used rubber stamps have been put back in use.

• *Forms Management*

Interest in forms management was stimulated through a series of conferences with officers and senior civilian supervisors representing all Depot components. At these conferences discussions included the overall objectives of the Program and the role of forms representatives in accomplishing them, significant savings which could be realized through elimination and/or revision of forms, and improved procedures resulting from scientific forms analysis and design. Subsequently, Forms Liaison representatives were designated in all major components of the Depot, and their duties and responsibilities outlined. Copies of all forms were collected and a Forms Index published. The Index was arranged by general and Departmental categories, to make each Department cognizant of the forms for which it was responsible. An Instruction was issued centralizing control of proposed forms, and a questionnaire distributed requiring information to justify each form in use.

Various studies have contributed to the progress of the Program: an analysis of local forms having possible general application at other Naval activities; integration of forms control with office methods and procedural studies in order to reduce both clerical and printing costs; more general use of die-cut stencils and/or pre-printed masters; study and development of a uniform plan for numbering forms according to functional classification.

Each Department was surveyed to determine which forms used were necessary, whether all forms had been reported and assigned a number, and whether stocks on hand were adequate or excessive. The result of this survey was a reduction in stock inventories, and elimination of many unnecessary or obsolete forms.

One project with relatively small monetary savings, but of considerable value in the time saved and inconvenience avoided, was arranging to have the DPPO furnish Naval Speedletter forms in collated and padded sets. This eliminated tedious manual assembly and provided uniform alignment of carbon copies and more convenient storage.

The use of padded scratch paper was substituted for a form for writing miscellaneous brief notes and/or routing correspondence to employees in other Depot components. The result was an annual net savings of $1,440 in printing costs.

Two thousand one hundred and sixty man-hours, or about $3,456 annually, were saved through the design and use of a Nonissuable Material Tag (4-part carbon interleaved) to identify nonissuable material and provide information, without retranscription, for follow-up by 3 offices and dispatch to a fourth.

Additional savings were realized from the substitution of a form for challenging obligations in lieu of the manually prepared Obligation Follow-up prescribed by the BuSandA Manual. The Bureau of Supplies and Accounts authorized this change after the Depot had demonstrated the potential savings in time and money.

• *Reports Management*

Since the establishment of the reports control installation in 1951, the Reports Management Program has made a significant contribution toward reducing and simplifying the Depot's paperwork procedures. In 1 year 43 reports were eliminated and seventeen reduced in frequency or simplified, resulting in an estimated annual saving of 11,000 man-hours. The success of the program is attributable to the following factors: Continued interest of top management in reducing reports; efficient liaison with operating personnel; publicizing the effects of the program to all hands in the Depot; assignment of a competent analyst to the program.

Top-level management is kept informed of the progress and problem areas of the program by routing of the quarterly reports of accomplishment and the periodic presentation of charts and graphs which summarize the progress of the program. These visual aids portray the improvements effected in the Depot reporting pattern in terms of reports cancelled, reduced in frequency, simplified, and limited in distribution. Furnishing top management with this current and timely information has served to keep this level aware of and interested in the progress of the Depot's reports management program.

The Depot reports control installation uses the services of the reports control representatives in the Depot Divisions to the greatest possible extent. The specific assignment of responsibilities to these representatives has resulted in a vigorous interest in the program throughout the command. In many cases the head civilian employees of the Divisions serve as the reports control representatives.

The reports analyst has completed jobs in many diverse areas; some of these are: safety and accident reports; plant facility, equipment and operation reports; public works and job order reports; a wide range of budget and fiscal reports; and many others. At the present time, the Depot is undertaking a study of the mechanized reporting program, covering over 100 reports prepared on punched card equipment.

The techniques employed by the reports analyst have been as diversified as the reporting patterns analyzed. Some projects have resulted in the use of "sampling" reporting in place of complete coverage; others have eliminated reports by replacing them with the basic operating documents. Reassignment of organizational responsibilities for preparing final reports has resulted in the elimination of feeder reports in other segments of the Depot. There has been an interesting substitution of a report prepared for the Navy Department for a locally required report on the same subject. In this instance, study showed that review of each accident case and preparation of a memorandum to the safety officer required 30 minutes, an annual workload of 365 man-hours. This report was eliminated when it was determined that EXOS Report 12190–5 "Supervisor's Report of Injury" contained all the essential information. Examination of the procedures used in compiling information for a report on ship parts resulted in a revised system that saved 7,000 Depot man-hours.

• *Directives Systems*

The interest shown by Clearfield Depot in records management improvement was never more evident than in the enthusiastic approach to this newest of the programs. Even before BuSandA had directed activities under its management control to adopt the Navy Directives System, Clearfield had reviewed the program as initially outlined by OpNav, determined the advantages of the plan over the system then in effect in the Depot, and proceeded to implement it for use by all segments of the activity.

As early as May 1951 Depot Orders and Bulletins were converted to Instructions and Notices. Thereafter, an intensive analysis was made of all other types of Depot directives, resulting in the cancellation of almost 400 of them, and the combining or rewriting of the others. Subsequently, all current directives were issued in loose-leaf binder form in 2 volumes, with alphabetical and numerical indexes, inspiring favorable comment among the major segments of the Depot. Personnel found that it not only greatly reduced finding and filing time, but assured those concerned that the directives found were the latest on the subject.

Under the present procedure, the issuance of Depot directives is controlled by the Planning Department. This control includes review of drafts of proposed Depot Instructions and Notices, assignment of numbers, and monitoring for compliance with the Navy Directives System in all organizational elements. In addition to Depot Instructions and Notices, containing Depot policy, or matters which pertain to more than one Department, directives applying to only one component are issued as Instructions or Notices of that component. These are reviewed by the Planning Department and issued in the format and numbering system of the Navy Directives System. They are filed in the binders of directives immediately following the Depot directives with the same subject number, so that all directives on the same subject are in one place. As a rule, Depot components never issue instructions to implement Depot Instructions. If the NSD CLfd Instruction is not clear or sufficiently detailed, recommendations are made by the component to the Planning Department for appropriate changes.

The Depot has found that centralized control at one point eliminates duplication, insures legality, and precludes the possibility of the originators' exceeding delegated authority or expanding procedures beyond prescribed responsibility.

• *Conclusion*

We frequently look for big, grandiose ways in which to economize, not realizing that it is the thousands of little inefficiencies among the small groups of 10 to 15 workers that constitute the greatest total drain on our resources. Also, simple acts like eliminating a report or simplifying a form may in themselves seem insignificant, but such acts may be felt throughout an entire organization due to the record keeping, feeder reporting, mail handling, etc., which can be eliminated. The total of such economy measures not only represents a savings to the Navy and the taxpayer but permits us to do a more efficient job in carrying out our basic mission.

The Review has reported only the highlights of paperwork economy at Clearfield. Other Naval activities have undertaken similar projects. But the records management program at this Depot typifies what can be done with the continuous enthusiasm of all personnel and the permanent support of top management.

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STAT

TRANSMITTAL SLIP

23 October 1953
(Date)

TO:
Chief, General Services

BUILDING [redacted]

STAT

ROOM NO. 132

REMARKS:

Mac:

I have discussed this with Colonel White and he feels that [redacted] memo is the proper statement of the method in which your bulletins should be handled. Consequently, will you work with him on all future bulletins of any type and if it is determined that any particular publication or information is not an "Agency issuance" Col. White wishes personally to approve GSO putting it out.

STAT

cc: Chief, Regulations Control Staff

[redacted]

STAT

FROM:
J. S.

BUILDING Admin.

ROOM NO. 226

EXTENSION [redacted]

STAT

FORM NO. 36-8
SEP 1946

16—65268-1 GPO